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23 MAY 1974

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Joint Computer Support
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

SUBJECT : Implementation of PASG Recommendations Approved by the CIA Management Committee

1. After the CIA Management Committee approved the PASG recommendations, the Director issued an Employee Bulletin requesting implementation of the approved recommendations and advising employees of the new approaches to personnel management which we have adopted. He then sent a memorandum to each Deputy Director urging that we immediately initiate implementation action, particularly in connection with the development of Directorate-wide guidances pertaining to the Agency's personnel objectives and the 16 personnel responsibilities of the Deputy Directors.

2. Deputy Directors have been given discretion in deciding how best to implement the PASG actions to meet their unique personnel requirements. The Management and Services Directorate, with its existing ten separate career services and eight Offices reflecting a wide range of professional talents and professional requirements, pose challenges in developing a Directorate-wide career service with as much uniformity of personnel management as possible and yet providing the professional subgroups with necessary flexibility. It is realized that there must be differences in the personnel management structures and procedures, but we must examine and evaluate these differences to ensure that they reflect a genuine requirement and are not the result of historical decisions and evolution which are no longer valid.

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3. To accomplish the task of implementing a Directorate-wide career service in accordance with the PASG precepts, the cooperation of each Office Director will be required. We must begin immediately to inventory prospective actions and establish the responsibilities relating to them while guarding against premature or incomplete approaches. We are initiating action to redesignate the present M&S Career Board as the Senior Personnel Resources Board with essential responsibility for implementing PASG actions. The existing ten career services within the Directorate will continue to function as subgroups of the over-all Directorate Career Service reporting to the Senior Personnel Resources Board. The title of these ten subgroups, formerly career services, has not yet been determined. A working group, the M&S Personnel Resources Committee, will be organized, representing the ten subgroups, and composed of the Career Management Officer or Personnel Officer, as appropriate, from each of the subgroups. We are designating [redacted] STATINTL as the Chairman of this Committee and he will serve as the focal point for the Directorate's activities in implementing the PASG actions. [redacted] STATINTL will convene an initial meeting of this working group in the near future to organize and plan its actions. He will work with the Board members and the appropriate components of the Office of Personnel, who will provide guidance and assistance in the development and implementation of the Directorate-wide personnel policies and procedures.

4. The following projects are being developed to be presented to the M&S Personnel Resources Committee for review and action:

a. A review of the 16 personnel authorities and responsibilities to be exercised by the Deputy Directors to establish priorities and to develop a step-by-step action plan;

b. An examination of a Questionnaire being developed in the Office of Personnel which will provide basic data on the criteria and procedures now being used by the various components in the Directorate for personnel management purposes.

c. An examination of the present Directorate personnel management structures - boards, panels - in order to decide which organizational arrangements will be most advantageous and to determine if more uniformity can be attained;

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d. A study of guidance papers (including those on personnel counseling, personnel evaluation and mobility) presently being prepared by the Office of Personnel and translating them into action plans for the subgroups of the Directorate career service.

5. This memorandum should be read at your next Office Staff Meeting and the officers present instructed to pass the content to their employees. It is important that all the employees in the Directorate understand the plans for the implementation of the PASG precepts. A number of significant actions will be required to satisfy the ten Agency objectives and the 16 Deputy Directors' responsibilities. Some are more complicated than others; some will be more time consuming than others; some will mainly depend on technical advice and information; and some can best be resolved only by considering the views of the various components. It will take the cooperation and efforts of everyone to make these new approaches to personnel management viable and meaningful.

[redacted]

HAROLD L. BROWNMAN
Deputy Director
for
Management and Services

STATINTL

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